



Co-financing a world class National Protected Areas System in Guyana that protects nature and improve lives

TERMS OF REFERENCE Consultant Protected Areas Trust

Project: Assessment of the Effectiveness of the Protected Areas Trust

Position Title: Consultant

Type: Individual

Reports to: Executive Director, Protected Areas Trust

1. Background

The Protected Areas Act (PA Act) of 2011 which was enacted by the Government of Guyana (GoG) and came into force by commencement order on November 1, 2011, provides the first national and legal framework for the Protected Areas Trust (PAT) and the Protected Areas Trust Fund (PATF). The PA Act, 2011 (Part VIII, Sections 88 and 89) established the PAT as a body corporate, independently governed and administered by a Board of Trustees (BoT). The PATF was set up to provide financing for the National System of Protected Areas (Part IX, Section 101 (1)) and to support projects that contribute to or promote the conservation and preservation of the biological diversity and maintenance of the ecosystem services of the Protected Areas as defined in the PA Act.

The Protected Areas Trust Fund (PATF) functions primarily as an endowment fund to preserve the capital, while the funds are invested globally to earn returns of approximately 5%. Funds (EURO \$4M = US\$5M from KfW and US\$3.5M from CI) have been invested through PATF's Fund Administrator, UBS Financial Services (USA) in various international markets.

The PAT and PATF, even though founded by legislation in 2011, only began its establishment in 2014, with the creation of Regulations and the appointment of the first Board of Trustees on July 7, 2014. The formation of the PAT Secretariat, with staff and accommodation, to drive the setting up of the PAT and PATF actually began in January 2015.

Being in its 5th year of operation, the PAT is seeking to conduct of an independent assessment as per the PA Act, 2011, Second Schedule: Operating rules for the Board of Trustees of the Trust, Section 25, "The Board of Trustees shall from time to time and not less than once every five years appoint an independent evaluator to assess the effectiveness of the Trust and make recommendations to improve the institutional and financial arrangements" as well as achieve Outcome 4: To strengthen the capacity of Board Trustees in the administration and implementation of the PAT via the conduct of a capacity needs assessment and development of an action plan of its Strategic Plan 2017-2021. The PAT is therefore seeking a Short-Term Consultancy for this assignment for its institutional strengthening, according to the Terms of Reference presented herein.

2. Scope of services

The Consultant shall report directly to the Executive Director, Protected Areas Trust, and provide the following services:

1. Conduct of an independent assessment of the Trust as per PA Act, 2011, Second Schedule: Operating rules for the Board of Trustees, Section 25, *“The Board of Trustees shall from time to time and not less than once every five years appoint an independent evaluator to assess the effectiveness of the Trust and make recommendations to improve the institutional and financial arrangements”*.
2. Conduct of a capacity needs assessment and development of an action plan to meet *Outcome 4: To strengthen the capacity of Board Trustees in the administration and implementation of the PAT of PAT Strategic Plan 2017-2021*. This process must include engagement with relevant personnel.
3. Conduct a mid-term review of PAT Strategic Plan 2017-2021.
4. This process must identify what key capacities already exist and what additional capacities may be needed to reach PAT objectives, by addressing at least the following:
 - a. Points of entry for capacity assessment: capacity resides on different levels – the enabling environment, the organizational and the individual. Each of these levels can be the point of entry.
 - b. To define the scope of an assessment, consider the four core capacity issues that are the most commonly encountered across sectors and levels of capacity: 1) institutional arrangements; 2) leadership; 3) knowledge; and 4) accountability.
 - c. Functional and technical capacities: Functional capacities are necessary for creating and managing policies, legislations, strategies and programmes. The following functional capacities are key: 1) engage stakeholders; 2) assess a situation and define a vision and mandate; 3) formulate policies and strategies; 4) budget, manage and implement; and 5) evaluate. Various technical capacities would also need to be assessed.

3. Deliverables

The Consultant is required to produce reports and deliverables against which payments will be made, in accordance with the following.

Reporting schedule

	Deliverables/Reports	Due Dates
1	A workplan (inclusive of time schedule) for completion of the assignment.	Within 2 days after date of engagement with the PAT
2	A draft report on the conduct of the consultancy including: <ol style="list-style-type: none"> a. an assessment of the effectiveness of the Trust; b. a conduct of a capacity needs assessment of the Trust, including review of PAT’s governance documents; c. an action plan to strengthen the capacity of the Board Trustees, Committees and the Secretariat; and d. recommendations to improve the institutional and financial arrangements of the Trust. This draft report will indicate gaps that need to be filled and sections requiring elucidation, and is intended to be a guide for further preparation of the contents.	Within 2 weeks after date of engagement with the PAT
3	Presentation of the draft report for an open meeting of PAT Board of	With 2 days of submission of draft

	Trustees, Committee members and Secretariat for further inputs.	report.
	A final report which incorporates all the comments from PAT team, first round of consultations, meetings. The final report on the assessment of the effectiveness of the Trust inclusive of: <ul style="list-style-type: none"> i. mid-term review of the Trust Strategic Plan 2017-2021 with recommendations for modification of the strategy for the remainder of its duration; ii. capacity needs assessment of the Trust; iii. recommendations to improve the institutional and financial arrangements; iv. an action plan aimed to strengthen the capacity of the Board Trustees, Committees and the Secretariat. 	Within 2 weeks after presentation to PAT and receipt of comments from PAT (allow 2 weeks for review by the PAT).

4. Specific Qualification and experience

- 1) **Qualifications** – The Consultant must have at least a Master’s degree with at least 8 years of experience in the field of corporate governance, management, administrative or related field, from a recognised University.
- 2) **Experience** – The Consultant must have demonstrable experience working with various stakeholders. Demonstrated skills, experience and success in establishing Trust Funds, evaluation of institutions effectiveness and conduct of capacity needs assessment would be an asset.
- 3) **Skills and Abilities** – The Consultant must demonstrate excellent oral and written English. The Consultant must have strong interpersonal and teamwork skills. Excellent computer skills and presentation skills are necessary.
- 4) **Key Personnel**
An individual consultant is preferred for this assignment. As such, applicant must provide her/his CV. Nevertheless, if a Firm demonstrates interest, it must provide its business profile.

5. Instructions for Submission of Technical Proposals

- **Point of contact:** the point of contact for this solicitation is the, Executive Director at guyanapat1@gmail.com.
- **Right of award:** PAT may reject any or all bids that are not responsive to the Scope of Work.
- **Language:** proposals may be submitted in English
- **Validity:** proposals must be valid from submission date through to **31st Jan 2020**.
- **Currency:** proposals should be budgeted in Guyanese Dollars (G\$) or United States dollars (USD).
- **Cover and signature:** applicants should submit their proposals with a cover letter.

Instructions for Preparation of Budget (Cost Proposal)

- **Format:** budgets must be prepared and submitted in Microsoft Excel and explicitly show all units (e.g., labour days), unit costs (e.g., loaded daily rates), and total costs. Excel files should be “unlocked” and show all calculations.
- **Included costs:** budgets should include lines for:
 - o **Labour**, by individual expert, in person-days, multiplied by either a base daily pay (in USD currency) or a “loaded” daily pay (e.g., inclusive of fringe benefits, other indirect costs, or fee). Proposed daily rates must be in accord with the qualifications represented in the resumes of the named individuals.
 - o **Other direct costs**, including costs for items like telephone, internet, photocopying, small office supplies, etc. (if required).

7. Evaluation Criteria

PAT will evaluate proposals based on the following criteria:

Criterion	Points
Qualifications, experience & relevant technical expertise: including but not limited to: at least 8 years of experience in the field of corporate governance, management, administrative or related field, as well as demonstrable experience working with various stakeholders, evaluation of institutions effectiveness and conduct of capacity needs assessment. Experience working with charitable institutions and/or Trust Funds is an asset.	60
Skills and Abilities: The Consultant must demonstrate excellent oral and written English. The Consultant must have strong interpersonal, negotiation, and teamwork skills. Excellent computer skills and presentation skills are necessary.	10
Appropriate budget , demonstrating: appropriate allocation of labour days in relation to tasks and deliverables; appropriate consultant daily rates in relation to qualifications; appropriate other direct costs in relation to the scope of work; and overall cost effectiveness.	30
Total	100